

MOBILITY

ENVIRONMENT

PROGRAM
DELIVERY

RESEARCH AND
TECHNOLOGY

SAFETY

ORGANIZATIONAL
CAPACITY

FHWA *National Strategic Plan* 1995



U.S. Department of Transportation
Federal Highway Administration



MOBILITY

ENVIRONMENT

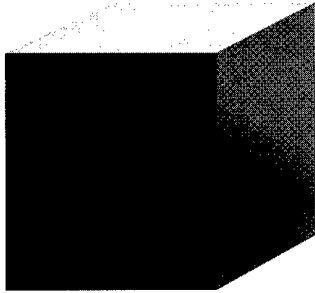
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FHWA
*National
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ADMINISTRATOR'S MESSAGE



The *Federal Highway Administration's National Strategic Plan* (NSP) for Fiscal Year (FY) 1995 provides the needed focus for our agency to enhance the services we provide with our partners to our customers and the country. Equally important, this plan will position our agency to directly support the Secretary's Strategic Plan, and to work effectively with the Secretary's Office and with our sister agencies within the U.S. Department of Transportation.

This plan represents our current efforts to make strategic business planning more meaningful to our managers, employees, partners, and customers. We will be mailing a survey questionnaire to our partners and customers, and soliciting feedback from our employees, to evaluate whether the NSP adequately addresses their needs and to help us improve next year's National Strategic Plan.

I am confident that this National Strategic Plan will set a strong, clear direction for our agency as we embark on our second century of public service.

Rodney E. Slater
FHWA Administrator

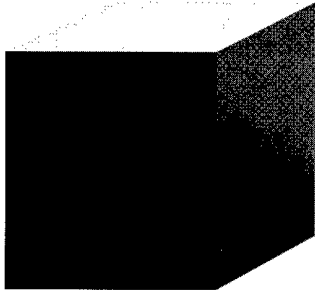
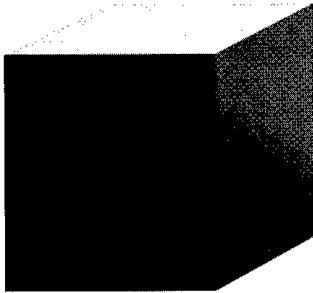


TABLE OF CONTENTS

INTRODUCTION	1
<i>"Relationship Between FHWA's and DOT's Strategic Plans"</i>	3
VISION.....	4
MISSION	5
VALUES.....	6
STRATEGIC GOALS.....	7
MOBILITY.....	8
ENVIRONMENT.....	12
PROGRAM DELIVERY.....	15
RESEARCH & TECHNOLOGY	18
SAFETY	20
ORGANIZATIONAL CAPACITY	23



INTRODUCTION

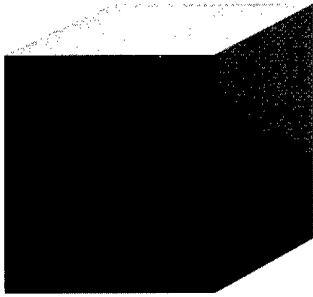
The *Federal Highway Administration's National Strategic Plan* (NSP) for FY 1995 represents a significant departure from previous years' plans. The changes made to this year's plan are a reflection of the constantly changing environment in which we operate and our continuing attempt to make our plan more meaningful to FHWA managers and employees, as well as to our customers and partners.

One significant change in this year's NSP is in the number and focus of the national goals. Over the past 2 years, strategic planning efforts were keyed to changing the way FHWA operated in implementing substantial changes in the highway program, as set forth by the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA).

Now that FHWA has made the successful transition to operating under ISTEA, we need to focus on the services that we, as an agency, provide to our Nation and to work with our partners to carry out the provisions of ISTEA. An equally important consideration influencing FHWA's planning process this year was the issuance of the Department of Transportation's (DOT) Strategic Plan. Transportation Secretary Federico Peña, through the DOT Strategic Plan, has set specific goals for the Operating Administrations within the DOT to address and work together on national transportation priorities.

Our new goals and objectives for FY 1995 provide the needed focus for our agency to enhance the services and products we provide, as well as strengthen our working relationship with our partners. In addition, the FY 1995 goals and objectives will position the FHWA to directly support the DOT Strategic Plan. These goals and objectives are intended to be carried through several subsequent years' Strategic Plans.

Another change to this year's NSP is the replacement of national strategies with milestones which are intended to be updated annually. The milestones format attempts to take a more streamlined approach to gauging progress towards achieving our objectives. The milestones are statements that define desired products or outcomes (i.e., performance measures) that are expected to be completed by a specified date.



INTRODUCTION (continued)

In general, the milestones included in our NSP relate to those actions requiring a coordinated effort between two or more FHWA organizational units. However, it should be noted that the milestones included in the NSP do not represent all of the activities necessary to reach FHWA's goals and objectives.

Each major organizational unit within FHWA develops a Unit Plan/Sub-Unit Plan for their respective organization, based on the NSP. The Unit Plans/Sub-Unit Plans support and expand on the NSP, and each includes additional and generally more specific milestones exclusive to the individual organizational unit. FHWA supports the DOT Strategic Plan through the actions contained in the NSP, Unit Plans, and Sub-Unit Plans.

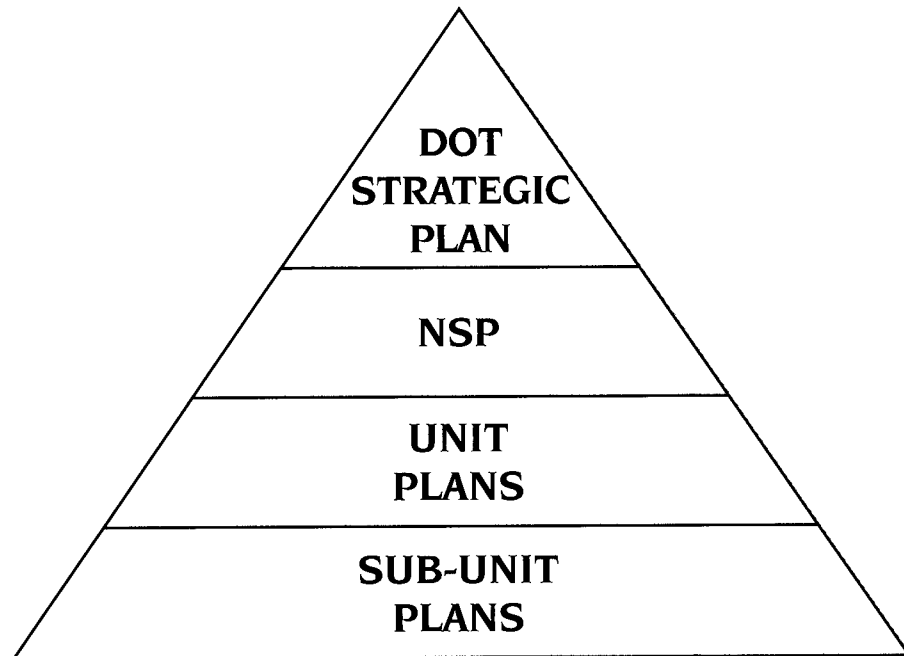
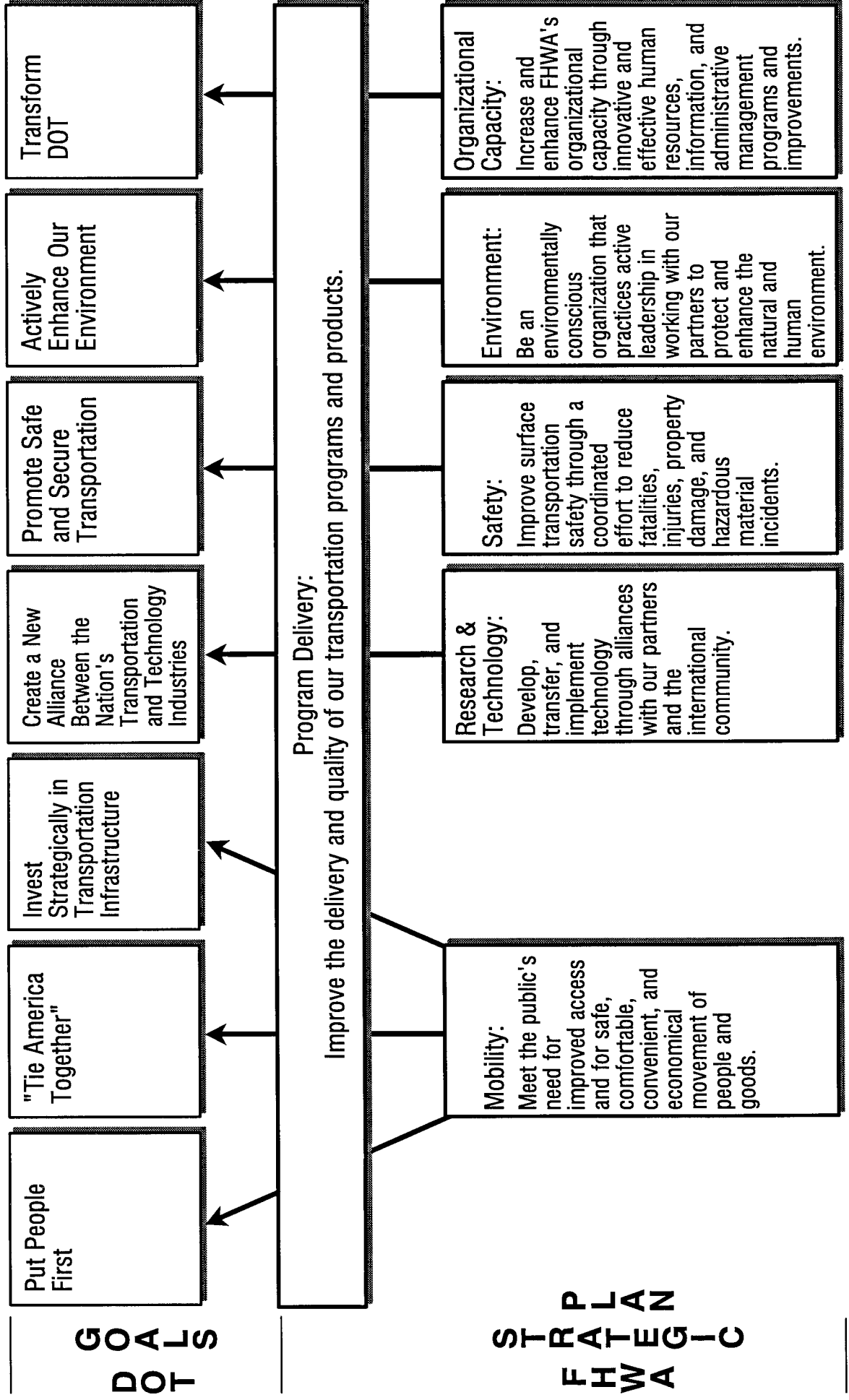
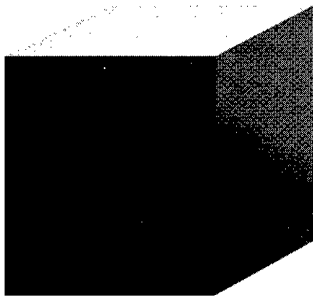


Figure 1

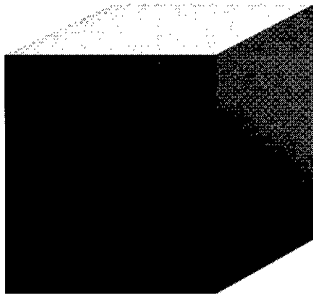
RELATIONSHIP BETWEEN FHWA'S AND DOT'S STRATEGIC PLANS





FHWA VISION

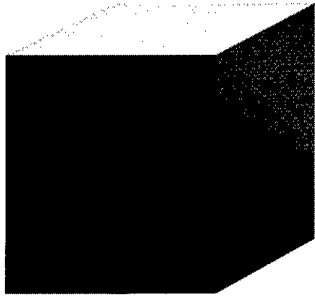
*Meet the Nation's need for the safe, efficient,
and environmentally sound movement of people
and goods, and be world renowned in surface
transportation expertise and innovation.*



FHWA MISSION

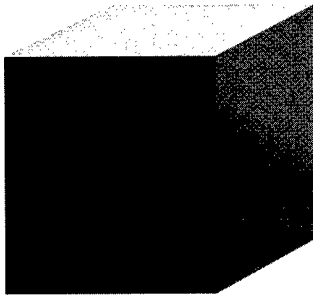
To ensure the highest quality surface transportation system which promotes the Nation's economic vitality and quality of life of its people. Directly, and with our partners, we will:

- Preserve, improve, and expand the surface transportation system and enhance its operations, efficiency, and intermodal integration.
- Implement surface transportation programs in a manner that protects and enhances the environment.
- Provide innovative and effective research and development; market and implement technology.
- Provide program oversight and accountability for public resources and ensure appropriate uniformity.
- Improve all aspects of surface transportation safety.



FHWA VALUES

<i>Creativity</i>	Promote, support, and reward innovation, and accept the inherent risks.
<i>Diversity</i>	Consider people our greatest resource, and value and respect our individual differences and unique contributions.
<i>Family</i>	Support, care about, and respond to employees and their family needs.
<i>Integrity</i>	Conduct our business in an open and ethical manner.
<i>Personal Development</i>	Commit to continuous personal and professional growth through challenges, training, opportunities, and recognition.
<i>Professionalism</i>	Take pride in our work, and commit to the pursuit of excellence.
<i>Service</i>	Anticipate and respond to customer and partner needs by providing quality products and services in a consistent, timely, and coordinated manner.
<i>Teamwork</i>	Maximize our collective talents through team building and partnerships based on mutual trust, respect, cooperation, and communication.



FHWA STRATEGIC GOALS

- ***Mobility***
- ***Environment***
- ***Program Delivery***
- ***Research and Technology***
- ***Safety***
- ***Organizational Capacity***

MOBILITY

GOAL:

*Meet the public's need
for improved access and
for safe, comfortable,
convenient, and economical
movement of people and
goods.*



GOAL:

*Meet the
public's need
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Objective #1:

The National Highway System (NHS) is enacted and implementation policies are established.

Milestones

- Public education effort regarding the purpose of and need for the NHS is completed by 3/95.
- The NHS intermodal connections are designated for each State and international border crossing areas by 9/95.
- A strategy to develop or refine existing policies, standards, goals, and guidelines, relating to the performance, operation, maintenance and special identification of the NHS is developed by 9/96.

Objective #2:

A leadership role is established in the development of a National Transportation System (NTS) and the enhancement of services and intermodal connections for domestic and international transportation.

Milestones

- Complete NTS outreach and concept design by 7/95.
- Develop a strategy by 12/95 to overcome transportation barriers to the successful implementation of the North American Free Trade Agreement (NAFTA), and to ensure the safe and efficient movement of people and goods among and within the United States, Mexico, and Canada.



GOAL:

Meet the public's need for improved access and for safe, comfortable, convenient, and economical movement of people and goods.

Objective #3:

The ISTEA planning requirements and management systems are implemented and coordinated.

Milestones

- The first round of State certifications for the management systems and the Federal agencies review of these certifications are completed by 4/95.
- The first round of certification reviews of the metropolitan planning process in Transportation Management Areas (TMA's) is completed by 9/96, including assurance of adequate consideration of environmental provisions.
- Programs are implemented to enhance the quality of State/Metropolitan Planning Organizations (MPO's) traffic characteristics data for Traffic Monitoring System for Highways by 12/96.



GOAL:

Meet the public's need for improved access and for safe, comfortable, convenient, and economical movement of people and goods.

Objective #4:

The Intelligent Vehicle Highway Systems (IVHS), congestion reduction, and demand management strategies are developed and deployed.

Milestones

- Concept plans for 4 Priority Corridors are completed by 10/95.
- Seventy metropolitan areas and 15 intercity corridor IVHS deployment plans are underway by 12/95.
- Commercial Vehicle Information System is developed and piloted by 7/96.
- Effective Congestion Management System (CMS) practices are identified and shared throughout the country by 9/95.

Objective #5:

A national transportation investment strategy has been developed addressing the highway infrastructure needs of the Nation.

Milestones

- Innovative and other financing strategies are piloted by 9/95 and evaluated by 9/96.
- Economic analysis tools are developed by 9/95 to support the formulation of a national transportation investment strategy.
- A reauthorization proposal is developed in cooperation with our partners and submitted to Congress by 9/96.

ENVIRONMENT

GOAL:

Be an environmentally conscious organization that practices active leadership in working with our partners to protect and enhance the natural and human environment.



GOAL:

Be an environmentally conscious organization that practices active leadership in working with our partners to protect and enhance the natural and human environment.

Objective #1:

Initiatives are implemented in cooperation with resource agencies to protect and enhance the natural environment.

Objective #2:

Achieve air quality requirements through cooperative efforts with State DOT's, MPO's, and air quality agencies.

Milestones

- Work with the U.S. Army Corps of Engineers and the Environmental Protection Agency (EPA) to ensure that the National Environmental Protection Act (NEPA) and Section 404 merger agreements are fully operational by 9/95.
- With EPA, develop an action plan to improve erosion control, stormwater, and Non-point Sources (NPS) practices in the highway sector for implementation by 10/95.
- Effective partnerships are established with Federal land agencies, Federal land edge communities, and the States for coordination of transportation programs and land use plans by 12/95.

Milestones

- With the Federal Transit Administration (FTA) and EPA, develop an air quality public education campaign by 6/95.
- Specific steps are taken to improve consultation and coordination between transportation and air quality agencies, and any problem areas needing Headquarters attention are identified by 8/95.



GOAL:

Be an environmentally conscious organization that practices active leadership in working with our partners to protect and enhance the natural and human environment.

Objective #3:

Environmental protection and enhancement are integrated into the planning and project development processes.

Objective #4:

Transportation decisions explicitly protect and enhance social and community values.

Milestones

- In consultation with partners, identify exemplary environmental/planning processes, projects, and individuals or teams, and “showcase” them by 9/95.
- The FHWA will provide extensive outreach and training on the role of environmental, neighborhood, and community values in transportation investments and decisionmaking by 6/96.
- MPO comments on projects are documented and addressed in project environmental impact statements by 2/95 and thereafter.

Milestones

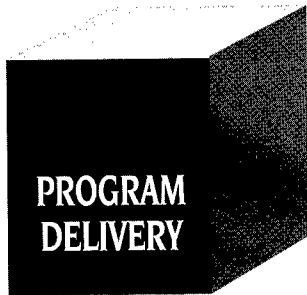
- Fully implement Executive Order 12898 on environmental justice as an integral part of planning and project decision-making by 10/95.
- Native American issues are considered in metropolitan and statewide project planning and development activities and decisions by 12/95.



PROGRAM DELIVERY

GOAL:

*Improve the delivery
and quality of our
transportation programs
and products.*



GOAL:

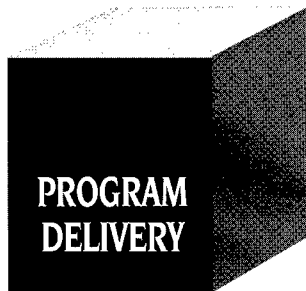
*Improve the
delivery
and quality of our
transportation
programs and
products.*

Objective #1:

The FHWA adds value and assures integrity in the delivery of programs and products.

Milestones

- All Division Offices, in cooperation with the States and Regional Offices, will initiate a financial management improvement project by 9/95.
- Title VI regulations are updated and an organizational strategy developed to ensure nondiscrimination in all programs and activities of FHWA and its recipients by 9/96.
- Compliance reviews of State Disadvantaged Business Enterprise (DBE) program implementation are conducted to increase opportunities for and the competitiveness of DBE's by 9/96.
- Stewardship Plans and their implementation are evaluated by 9/97.



GOAL:

Improve the delivery and quality of our transportation programs and products.

Objective #2:

Quality is integrated into all aspects of the transportation program.

Milestones

- All the FHWA activities in the National Quality Initiative Long Range Plan are underway by 9/95.
- Peer reviews conducted to share "best practices" among State motor carrier agencies; nine peer reviews conducted by 12/95.
- Issue new materials sampling and testing regulations; all States' materials and sampling programs are approved in accordance with new regulations by 9/97.

Objective #3:

Technology is used to improve quality, durability, and cost effectiveness of transportation systems.

Milestones

- Thirty presentations of Strategic Highway Research Program (SHRP) Showcases are made by 9/95.
- Establish Electronic Data Sharing Plans with State highway agencies and identify FHWA program data that could be made accessible worldwide in support of the national information superhighway by 12/94; develop necessary technology to establish a database delivery system on Internet by 6/95.
- An International Technology Exchange Program is in place to transfer technology and increase the capability of our international partners by 9/95.



RESEARCH & TECHNOLOGY

GOAL:

*Develop, transfer, and
implement technology
through alliances with
our partners and the
international community.*



GOAL:

Develop, transfer, and implement technology through alliances with our partners and the international community.

Objective #1:

Priority research and technology (R&T) initiatives defined and implemented.

Milestones

- Process developed and used to identify and market national priority technologies by 6/95.
- Based on Research Technology Executive Board approval, national high priority research initiatives are underway by 9/96.

Objective #2:

R&T development investments leveraged through alliances with the transportation and technology industries.

Milestones

- Showcase examples of national, regional, and international alliances that have brought new resources, partners, or technologies to FHWA's R&T programs; similar new alliances are created by 9/95.
- Specific recommendations are made to leverage R&T funds through the Advanced Technology Program and the Technology Reinvestment Project by 10/95.

Objective #3:

Partners have expanded capability to develop and implement technology.

Milestones

- Strengthen the research programs in the States by assuring that the new State Planning and Research Program Regulations are fully implemented by 7/95.
- Make the Transportation Research Information Service (TRIS) operational in all States and FHWA field offices by 7/95.

SAFETY

GOAL:

Improve surface transportation safety through a coordinated effort to reduce fatalities, injuries, property damage, and hazardous materials incidents.



GOAL:

Improve surface transportation safety through a coordinated effort to reduce fatalities, injuries, property damage, and hazardous materials incidents.

Objective #1:

Priority safety initiatives defined and implemented.

Milestones

- A process developed and used by 6/95 to identify, prioritize, and implement national priority safety initiatives.
- New methods are tested for improving the public's compliance with traffic control devices by 12/95.

Objective #2:

Safety Management Systems (SMS) developed and implemented.

Milestone

- Effective SMS practices are identified and shared throughout the country by 9/95.

Objective #3:

Emerging technologies to improve safety, including IVHS, developed and deployed.

Milestones

- Five IVHS Operational Tests are underway by 9/95 that have safety as their primary emphasis.
- One hundred Motor Carrier Safety Assistance Program (MCSAP) sites instrumented to receive safety data on drivers, vehicles, and companies by 10/95.
- Roadside inspection enhancement technologies developed and implemented by 12/96.



GOAL:

Improve surface transportation safety through a coordinated effort to reduce fatalities, injuries, property damage, and hazardous materials incidents.

Objective #4:

Performance-based motor carrier regulations and practices developed, and enforcement focused upon high-risk companies and drivers.

Milestones

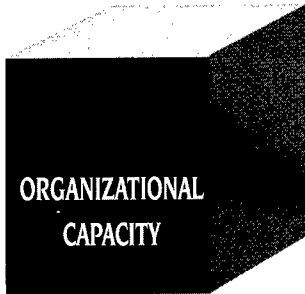
- Five hundred highest-risk motor carriers identified, and regulatory compliance obtained by 12/95.
- Performance-based, cost-effective safety regulations (zero-based review) developed and implemented fully by 10/98.



ORGANIZATIONAL CAPACITY

GOAL:

Increase and enhance FHWA's organizational capacity through innovative and effective human resources, information, and administrative management programs and improvements.



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Objective #1:

A work environment exists that fosters job satisfaction, provides skills needed to allow the agency to meet its objectives, and supports diversity, family values, and needs.

Objective #2:

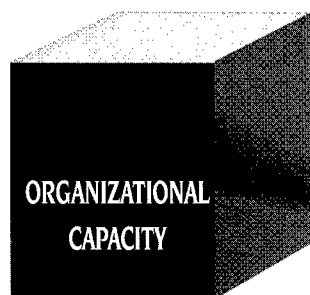
Enhance information systems and communications infrastructure, and improve information access and analysis for internal and external customers.

Milestones

- Changes needed to streamline and improve efficiency and effectiveness in human resource administrative systems are implemented by 9/95.
- Training opportunities in teamwork and quality improvement are provided to all employees by 9/95.
- Additional resource materials, e.g., a "toolbox," are developed by 9/95 for use by supervisors and managers to integrate diversity more fully into the work environment.
- New performance management system implemented by 10/94 evaluated by 12/95.

Milestone

- Electronic signature applications are implemented in 20 States by 9/95.



GOAL:

Increase and enhance FHWA's organizational capacity through innovative and effective human resources, information, and administrative management programs and improvements.

Objective #3:

The FHWA's organization and administrative management processes support the agency's mission, considering the National Performance Review (NPR) recommendations, the FHWA Organization and Staffing Review, and other Departmental and FHWA initiatives.

Objective #4:

Develop and implement special emphasis programs that provide opportunities and service to local communities, business, and individual citizens.

Milestones

- Structure the agency and allocate staff considering the FHWA Organization and Staffing Review and NPR by 9/95.
- Customers, partners, stakeholders, and employees are surveyed to identify needed changes and improvements by 9/95.
- Agency performance measures are developed by 10/97 consistent with the Government Performance and Results Act (GPRA) and other mandated requirements.

Milestones

- National service and urban youth corps projects implemented in selected States by 9/95.
- New opportunities in transportation are identified for Historically Black Colleges and Universities by 9/95.

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